

STRIKE CHIEFS' QUARTERLY ENLISTED FORUM

Vol. 3 Issue 3

Barksdale Air Force Base, Louisiana

Winter 2013

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What We Value:

- Individual responsibility for mission success
- Critical self-assessment of our performance
- Uncompromising adherence to all directives
- Superior technical and weapons system expertise
- Persistent innovation at all levels
- Pride in our nuclear heritage and mission
- Respect for the worth and dignity of every Airman
- Safety in all things large ... and small

Notes from the Chief

By Chief Master Sgt. Brian Hornback
Command Chief, Air Force Global
Strike Command

Welcome to my last edition of our Quarterly Enlisted Forum. It has been my honor to serve as your Command Chief for the past 34 months. Each and every one of you has done many great things in building the history of Air Force Global Strike Command during my tenure. Whether it was responding to the call in Operation Odyssey Dawn; restoring our nation's confidence in the nuclear mission by passing every Nuclear Operational Readiness Inspection or remaining vigilant in our strategic deterrence mission; you deserve all the credit and accolades you've earned. Only through your hard and dedication have we reaped the rewards of success.

Some years ago there was a popular television commercial featuring a star NBA player. He said, "I am not a role model". His comments were controversial for sure, because our culture looks to its heroes to be role models. Whether you like it or not, you are a role model. You wear the uniform of the fiercest fighting force in the world.

When the American public see you, they see pride and professionalism that makes them feel good about our country and our armed services. It is imperative that you maintain that image.

It's what gives Americans the confidence that no matter what the mission, we can accomplish it with the pride and professionalism they've come to expect from us. Solid leaders

will always insist on high standards, they spread enthusiasm and pride in their units, they attack issues and problems, and they strive to move their units forward. The result of that kind of involved leadership allows our superiors to say "Mission accomplished!" The tenacity to accomplish the mission is definitive of the character that describes the enlisted men and women of this command!

Your actions have a profound impact on those around you. I can still recall some of the things told to me by NCOs and SNCOs back in the early '80s that affected my future. Small and sometimes subtle points made by them at the time, left everlasting impressions on to me.

As NCOs and SNCOs, Airmen will follow your lead and example, but you have to be involved with them to provide the leadership that will make them successful; this involvement will leave an indelible impression on them as my leaders did for me many years ago.

It's tough to be a leader these days, especially in the face of fiscal challenges, and force management initiatives; but it's absolutely essential! Our great Air Force expects more of us than it did just five years ago. And this Nation, with its foundation in the ideal of freedom, deserves our very best more now than ever.

An easy yet natural way to develop your own leadership skills is to draw from the characteristics of good supervisors and leaders around you, and

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To Deter and Assure

Welcome Chief West

Chief Master Sergeant Terry B. West is the Command Chief Master Sergeant, Air Force Global Strike Command, Barksdale Air Force Base, La. The command's mission is to develop and provide combat-ready forces for nuclear deterrence and global strike operations -- safe, secure and effective -- to support the President of the United States and combatant commanders. As the Command Chief Master Sergeant, Chief West is responsible for advising the commander on all matters influencing the professional development, training, combat readiness, utilization, morale and mission effectiveness of assigned enlisted personnel. Additionally, he serves as the command's functional manager for assigned chiefs, group superintendents and first sergeants. Air Force Global Strike Command comprises more than 25,000 highly-disciplined professionals operating in locations around the globe. The Command's two numbered air forces and six wings control the nation's entire inventory of Minuteman III intercontinental ballistic missiles, B-2 and B-52 bomber aircraft.

Chief West entered the Air Force in March 1986 as an inventory management specialist. His career includes positions in mobility and wartime planning, aircraft spares, enlisted force development, and Air Force policy and strategy. He has served at squadron, group, wing and headquarter levels across six major commands, including joint, inspector general and a career broadening assignment at the Defense Logistics Agency. His assignments include bases in South Carolina, Alaska, Virginia, Illinois, Missouri, Florida, and the Pentagon. Chief West has deployed to the Transit Center at Manas, Southwest Asia, Iraq, Oman, and Jordan. Prior to his current position, Chief West served as Command Chief Master Sergeant, 8th Air Force (Air Forces Strategic), Barksdale AFB, La., and Senior Enlisted Leader for Task Force 204, United States Strategic Command (STRATCOM), Offutt Air Force Base, Neb.



EDUCATION

- 1988 NCO Preparatory Course (John L. Levitow Award), Shaw AFB, S.C.
- 1994 Associate's Degree in Logistics Management, CCAF, Maxwell AFB, Ala.
- 1994 NCO Academy (John L. Levitow/Academic Achievement Award), Elmendorf AFB, Alaska
- 1997 Associate of Applied Science Degree in Business, Wayland Baptist University, Texas
- 1997 Bachelor's Degree in Occupational Education, Wayland Baptist University, Texas
- 1999 Aviation Academy, Defense Logistics Agency, Defense Supply Center Richmond (DSCR), Va.
- 2001 USAF Wholesale Logistics Career Broadening Program graduate, DSCR, Va.
- 2001 USAF SNCO Academy, Gunter AFB, Ala.
- 2001 Inspector General Inspectors Course, Scott AFB, Ill.
- 2004 Master of Arts Degree, Procurement and Acquisition, Webster University, Mo.
- 2008 USAF Enterprise Management seminar, University of North Carolina-Chapel Hill, N.C.
- 2009 USAF Smart Operations 21, University of Tennessee, Knoxville, Tenn.
- 2009 Leadership Development Program, Center for Creative Leadership, St. Petersburg, Fla.
- 2009 USAF Gettysburg Leadership Experience, Gettysburg College, Gettysburg, Penn.
- 2010 Strategic Mindset seminar, Senior Enlisted Leader Development, Arlington, Va.
- 2010 Economic Security symposium, Institute for National Strategic Studies, NDU, Washington, D.C.
- 2010 KEYSTONE, Joint Command Senior Enlisted Leader course, NDU, Washington, D.C.
- 2011 Professional Manager Certification in Leadership, CCAF, Maxwell-Gunter AFB, Ala.
- 2011 Graduate Certificate, National Security Studies, American Military University, W.V.
- 2011 COMAFFOR Senior Staff Course, USAF Expeditionary Center, N.J.
- 2013 Nuclear Fundamentals Course, Kirtland AFB, N.M.

ASSIGNMENTS

1. Mar 1986 – April 1986, trainee, Basic Military Training, Lackland AFB, Texas
2. April 1986 – June 1986, student, inventory management technical training, Lowry AFB, Colo.
3. June 1986 – Aug 1990, NCOIC, A-10/T-37 aircraft parts store, Shaw AFB, S.C.
4. Aug 1990 – March 1991, NCOIC, F-16 war readiness spares kit, Southwest Asia
5. March 1991 – Aug 1993, NCOIC, CWDE/weapons storage and requisitioning, Shaw AFB, S.C.
6. Aug 1993 – June 1997, NCOIC, F-15/E-3/C-130 MICAP and squadron UDM, Elmendorf AFB, Alaska
7. June 1997 – April 1999, superintendent, Emergency Supply Operations Center, Defense Logistics Agency, Fort Belvoir, Va.
8. July 1999 – June 2000, C-130 item manager, Defense Supply Center, Richmond, Va.
9. June 2000 – Mar 2001, T37/T38 engine weapon system manager, Defense Supply Center, Richmond, Va.
10. Mar 2001 – April 2003, supply team chief, HQ Air Mobility Command Inspector General, Scott AFB, Ill.
11. April 2003 – Nov 2004, superintendent, C-17/C-5/C-141/C-130 weapons systems support, Scott AFB, Ill.
12. Nov 2004 – Aug 2005, superintendent, 509th Logistics Readiness Squadron, Whiteman AFB, Mo.
13. Aug 2005 – May 2008, superintendent, 509th Mission Support Group, Whiteman AFB, Mo.
(Jan 2006 – May 2006, superintendent, 386th Expeditionary MSG, Southwest Asia)
(Sept 2007 – Jan 2008, superintendent, 376th EMSG, Transit Center at Manas, Kyrgyz Republic)
14. May 2008 – Oct 2009, Command Chief Master Sergeant, 53rd Wing, Eglin AFB, Fla.
15. Oct 2009 – July 2011, Chief, Air Force Enlisted Force Development, Deputy Chief of Staff for Manpower and Personnel, Headquarters USAF (HAF/A1), Pentagon, Washington, D.C.

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Welcome Chief West

16. July 2011 – Jan 2014, Command Chief Master Sergeant, 8th Air Force (Air Forces Strategic), Barksdale AFB, La., and Senior Enlisted Leader for Task Force 204, United States Strategic Command (STRATCOM), Offutt Air Force Base, Neb.
 17. Jan 2014 – Present, Command Chief Master Sergeant, Air Force Global Strike Command, Barksdale AFB, La.

MAJOR AWARDS AND DECORATIONS

Defense Meritorious Service Medal
 Meritorious Service Medal with one silver cluster
 Air Force Commendation Medal with two oak leaf clusters
 Joint Service Achievement Medal
 Air Force Achievement Medal with two oak leaf clusters
 Joint Meritorious Unit Award
 Air Force Meritorious Unit Award with two oak leaf clusters
 Air Force Outstanding Unit Award with Valor with one silver cluster
 National Defense Service Medal
 Armed Forces Expeditionary Medal
 Southwest Asia Service Medal
 Global War on Terrorism Expeditionary Medal
 Global War on Terrorism Service Medal
 Humanitarian Service Medal
 Military Outstanding Volunteer Service Medal
 Air & Space Campaign Medal
 Air Force Expeditionary Service Ribbon with gold border

OTHER ACHIEVEMENTS

1986 Honor Graduate, Inventory Management Technical course, Lowry AFB, Colo.
 1987 363rd Supply Squadron Airman of the Year, Shaw AFB, S.C.
 1987 Tactical Air Command, Airman Professional Provider of the Year
 1988 Senior Airman Below-the-Zone
 1988 John L. Levitow honor graduate, NCO Preparatory course
 1992 Commander's Education Excellence Award, Shaw AFB, S.C.
 1993 Shaw AFB Athlete of the Year
 1994 3rd Logistics Group NCO of the Year, Elmendorf AFB, Alaska
 1994 John L. Levitow honor graduate and Academic Achievement Award, PACAF NCOA
 1996 Elmendorf AFB NCO of the Year, Alaska
 1999 SNCO of the Year, Defense Logistics Agency, Fort Belvoir, Va.
 2001 SNCO of the Year, Headquarters AMC Regional Supply Squadron, Scott AFB, Ill.

EFFECTIVE DATE OF PROMOTION

Chief Master Sergeant Dec. 1, 2003

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add those traits to your own character. This leadership development does not happen overnight. Growing leaders is a meticulous and strenuous process, but the result forged through years of training, and effort pays off in the image of Airmen accepting and taking forward our nation's charge.

In keeping with the original intent of this forum, the following is intended to provoke thought, provide advice, guidance, and present you a venue to ask questions. It also provides an opportunity to share your comments or concerns.

Our overall objective is to continue to be the finest enlisted force in the world. However, being the best enlist-

ed force in the world takes a lot of work. It takes significant commitment and dedication. It relies on courage, tenacity, and innovation. More importantly it requires your involvement.

Chief Terry West, 8th Air Force Command Chief will be taking the reigns as your next Air Force Global Strike Command Chief. I am confident the command will continue on its upward vector for excellence with his leadership.

It has been my distinct honor to serve as your Command Chief. You can rightly be proud of your command and what you are accomplishing in these days of destiny. I encourage you to continue to work safely and to standards. Concentrate fully, by staying focused.

Never forget that we are at nation at war. Remember our core values: ***Integrity first***, never sacrifice your sense of right no matter how tempting the challenge may be. Also, remember your work is important! Each of you is a valued member of the team. The Global Strike team that gives the President options in negotiating with this nation's staunchest allies and formidable foes.

I appreciate the opportunity to share this forum with you and I am honored to serve with each of you.

If you would like to share your thoughts or have a question, please send them directly to me at AF-GSCCCCWORKFLOW@us.af.mil or you can find me on twitter @StrykeChief.

To Deter and Assure



AFGSC Unsung Heroes



8th Air Force
Staff Sgt. Jonathan Hogue

AFSC: 3S051, NCOIC, 8AF Readiness
TIS: 6 years, 4 months
TOS: 1 Year, 9 months

- Skill/knowledge transcends his rank. NAF point on enlisted/officer personnel issues. Expertly organized/reviewed 106 officer Promotion Recommendation Forms (PRFs) for 8 AF/CC; 9 officer promotion boards.
- Personnel expert; coordinated monthly UPMR/UMD validations--eliminated AFPC requirements discrepancies/mismatch. Advised 8 AF/CC of total # authorizations for 3 BW's--key for strategic planning of forces during draw-down.
- AF Ambassador! Active participant in BAFB Team 5/6--broadened supervisory skills/ability w/fellow NCO's. Avid BAFB AADD program advocate; volunteered 8 off-duty hours, prevented ARIs/DUIs--19 lives/careers saved!

2d Bomb Wing
Staff Sgt. Porshae McMillan

AFSC: 1P071, Aircrew Flight Equipment Craftsman
TIS: 6 years
TOS: 5 years

- Deployed in support of Exercise Global Thunder 14; supported 100 aircrew/17 B-52 in CSAF's #1 priority--2 BW NORI rated "Outstanding"
- Deployed in support of Exercise PRAIRE VIGILANCE; \$1.5M package/4 technicians/60 aircrew/10 A/C--strengthened Commander in Chief's versatility
- Primary HAZMAT/Satellite Accumulation Program monitor; conducted HAZMAT refresher training for 7 monitors--no discrepancies noted during program SAV



AFGSC Unsung Heroes



5th Bomb Wing
Airman 1st Class Paige Sanderson

AFSC: 1C751, Airfield Management Shift Leader

TIS: 1 year, 8 months

TOS: 1 year, 4 months

- Managed \$22M in airfield repairs; two landing zones/72 lights fixed--upgraded 66% of runway/HHQ #1 priority
- Supervised 90K runway rubber removal project; 13K ft cleared--cut skid hazard by 95% for STRATCOM fleet
- Earned 12 credit hours; 2 classes away from CCAF/ Associates Degree in Aviation Management--maintained a 3.6 GPA
- Organized Flight Line Run--100+ PT tested/fit to fight; Designed & built squadron Haunted House--awarded #1 design by Wing populace/FSS

509th Bomb Wing
Staff Sgt. Roger Duran

AFSC: 5J051, NCOIC, Civil Law

TIS: 10 years, 8 months

TOS: 1 year, 11 month

- Revamped client reception process; drafted 254 POAs/ notarized 534 documents--saved Amn \$15.3K in Lgl fees
- Created/led Whiteman Community Life Group; weekly mtg w/10 junior mbrs--young Amn mentored/educated
- Created/monitored internal tracking system; 234 families and their legal affairs at ease--most in AFGSC





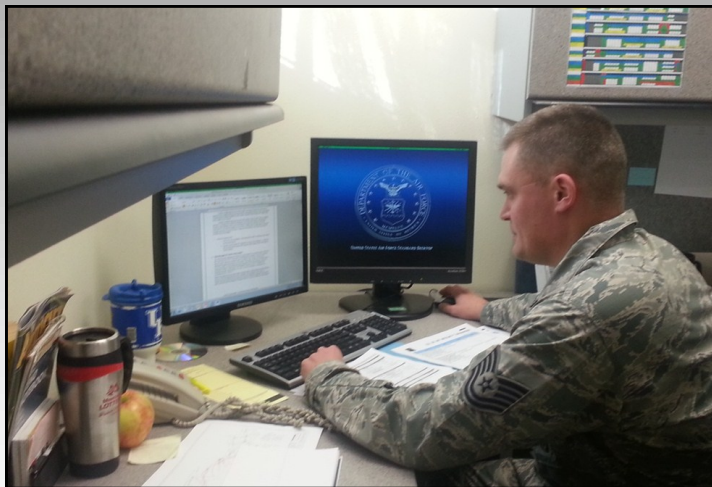
20th Air Force
Tech. Sgt. Robert Jennings

AFSC: 3P071, NCOIC, Programs and Procedures

TIS: 17 years, 2 months

TOS: 10 years, 8 months

- Managed \$1.5M WSA paving project; synchronized three squadrons and 30 contractors with over 1K man hours--ensured timely project completion!
- Authored new Remote Target Engagement System (RTES) procedures for the WSA, to include full Response Force inclusion--incorporated advanced, force multiplying technology into DOD guarding instruction/intent
- 20 AF Remote Visual Assessment (RVA) manager; conducted program INSSAVs at two wings-- adjusted NAF guidance to ensure/advance system effectiveness and unit readiness



90th Missile Wing
Senior Airman Macey Reeves

AFSC: 4A151, warehouse technician

TIS: 4 years, 6 months

TOS: 2 years

- Identified and catalogued 103 HAZMAT materials; supported 13 clinic accts; ached 90MW/ESOCAMP inspection with 0 findings
- Drove \$5.2M MDG renovation/5K contactor hours; provided 200 hours night coverage; enabled Energy Star rating increase of 21%
- Hand-selected participant for DV lunch; provided critical junior enlisted insight; coined by STRATCOM/CC
- Served on 90MW Honor Guard team; performed 17 local details/91 hours; supported Air Force heritage/traditions



AFGSC Unsung Heroes



91st Missile Wing Tech. Sgt. Daniel Christian

AFSC: 3P071, Unit Training Manager

TIS: 12 years, 6 months

TOS: 1 year, 5 months

- Managed 791st Missile Security Forces Squadron (MSFS) training program by validating upgrade/duty position proficiency training for 300 SF in support of \$3.3B ICBM security; scrutinized documentation of 241 core tasks/99 records during monthly AFTR reviews and ID'd/validated correction of 129 errors during SFG-level NSI prep
- Wore multiple hats: sq AT/FP rep during NORI and lead to the 91 SFG AT members as a "Superior Team"; performed as the unit's 1st Sgt for 3 weeks - processed two Art 15s/responded to domestic dispute and a DUI offense; spearheaded the sq's PRP program as PRP Manager--key to zero PRP deficiencies during SFG-level Self Inspection of 90 checklist
- 791 MSFS Combined Federal Campaign Representative; raised \$4.9K within unit--led to \$18.7K 91 SFG contribution to the 91st Missile Wing's overall goal



Tools for your toolbox

By Chief Master Sgt. Brian Hornback
Command Chief, Air Force Global Strike Command

Throughout my career, I've often been described as "old school", "hard core", and "ate up." My attitude has been shaped by every subordinate, peer, supervisor, First Sergeant, Chief, and Commander with whom I've crossed paths. Each has contributed to a set of beliefs that have given me the passion needed to look forward to every duty day.

I believe the strength of our service comes from our Core Values. These clear behavioral expectations of every Airmen (enlisted, officer, and civilian) set the tone for everything we are as citizens and as Airmen. You may choose to see them as an entry or membership fee. If so, what a small price to pay for the privilege of serving in the greatest Air Force on the planet! Integrity first is the Air Force's initial core value. Integrity is doing the right thing, knowing that nobody's going to know whether you did it or not.

The importance of integrity in the work place is something that some people tend to forget. However, being in the Air Force and working with aircraft makes integrity in the work place all the more important.

What befalls upon us when integrity is lost? Without integrity, valuable equipment and the lives of others can be endangered. By assuming that something is working correctly and not actually running checks on the system is setting yourself and your team up for failure.

Airmen are taught numerous lessons when they join the Air Force. These lessons, if adhered to help them to be-

come winners in their careers, and in life. A winner is not someone who always wins but someone who always does their best and makes the best of a situation, more importantly, a bad situation. A winner is someone who has the vision to see their own potential and the faith to believe that they can achieve the goals they set for themselves.

Service before self; as Airmen, we must have the courage to meet the demands of our profession and the mission when it's hazardous, demanding, and make decisions in the best interest of the Air Force and the Nation without regard to personal consequences. Service before self allows Airmen the moral and mental strength to do what is right, even in the face of personal or professional adversity.

And lastly is **Excellence**, which aligns with the line in our oath of enlistment: "I will obey the orders..." As Airmen, we must exhibit the highest degree of moral character, technical excellence, quality and competence in what we have been trained to do. I believe we should all be proud to be Airmen; disciplined, full of initiative, and team players. Pride should start with the image you present in uniform.

Don't spend time looking for the example. It's often easier and certainly better to BE the example! Don't wish your service or duty was easy, wish you were better at it and work to be the best...always. Integrity, Service, Excellence; three simple words that sum up our duty as Airmen to the nation and the people we serve. As our Airman's creed states, "You have answered your nation's call". Again, I thank you for your service... couldn't be prouder of our team!



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www.YouTube.com/AFGlobalStrike



www.Flickr.com/photos/AFGlobalStrike

Out and About

Chief Master Sgt. Brian Hornback, Air Force Global Strike Command command chief, yells, "Fire in the hole!" during his visit to the explosive ordnance disposal team at Whiteman Air Force Base, Mo., Nov. 13, 2013. This was Hornback's first stop to all AFGSC bases before his retirement in 2014. (U.S. Air Force photo by Staff Sgt. Alexandra M. Boutte/Released)



Chief Master Sgts. Brian Hornback, Air Force Global Strike Command chief (center left), and Phillip Easton, 341st Missile Wing command chief (center right), listen to Chief Master Sgt. Philip Lemaitre, 341st Maintenance Operations Squadron maintenance advisor (right), and other maintenance Airmen discuss the duties and the importance of training during their tour of the T-9 maintenance trainer Nov. 21. Hornback also toured the K-9 facility, military personnel section and Airman Leadership School during his visit to the base Nov. 20 and 21. (U.S. Air Force photo/John Turner)



Chief Master Sgt. Brian Hornback, command chief for Air Force Global Strike Command, greets Staff Sgt. Joshua Hull, 5th Force Support Squadron non-commissioned officer in charge of installation Honor Guard, at Minot Air Force Base, N.D., Nov. 19. Hornback toured various base installations including the Combined Community Complex, where the Honor Guard trains as part of a two-day visit to the base. (U.S. Air Force photo/Senior Airman Stephanie Saubaran)